

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2015/2016

**BAC2694 – MANAGEMENT CONSULTANCY**  
(All sections / Groups)

7 MARCH 2016  
9.00 a.m – 12.00 p.m  
(3 Hours)

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### INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**QUESTION 1**

a) A manager may turn to a consultant if he or she perceives a need for help from an independent professional. Identify five (5) purposes of engaging consultants by company managers.

(10 marks)

b) In a complex client system it is useful to think in terms of categories of clients, aiming to understand their various motivations and roles and how best to work with each category. State four (4) categories of clients within the system.

(10 marks)

**(Total: 20 marks)**

**QUESTION 2**

During diagnosis phase there might be some common mistakes made in defining problems, not only by clients but also by some consultants.

a) Define four (4) purposes of diagnosis. (4 marks)

b) State two (2) important of diagnosis. (2 marks)

c) Describe seven (7) issues found in problem identification stage. (14 marks)

**(Total: 20 marks)**

**Continued...**

**QUESTION 3**

WAJA, one of the professional accounting service firms majoring in preparing the company's account was seeing its service revenue drop dramatically as competition intensified. Further, the company's service line was narrow, which concentrated its risk and limited its growth opportunities.

WAJA have selected AD Consultancy to assist its management team in establishing a new company vision and developing a strategic plan that would provide a platform for growth, diversify the service offered and ultimately enhance shareholder value.

a) Determine the approaches that could be used by AD Consultancy to assist WAJA management team to solve the issue.

(10 marks)

b) As a consultant in AD Consultancy, identify five (5) possible solutions that could be suggested to improve the efficiency and raising the firm value.

(10 marks)

**(Total: 20 marks)**

**QUESTION 4**

a) One of the initial training programmes provided for a new consultant or trainee is 'practical field training at client organization'.

i. Discuss the nature of the 'practical field training at client organization'.  
(6 marks)

ii. State four (4) benefits of 'practical field training at client organization'.  
(4 marks)

b) Trainer is the first member of the organization whom new consultants get to know well. He or she sets an example of how consultants behaves, develop the characteristics of consultants, sets the tone for new consultants in their work with clients and help them to identify with the consulting firm's philosophy and culture.

Differentiate the roles play between 'Head-office trainer' and 'Field trainer'.

(10 marks)

**(Total: 20 marks)**

**Continued...**

**QUESTION 5**

Grant Horwarth is an accounting firm located in Melaka. Clients turn to Grant Horwarth firm to know things that they do not and to help them sort through the noise and apply the right knowledge to their specific accounting, tax, audit or business needs. Due to that, knowledge is at the centre of this firm. Grant Horwarth's organizational structure consists of two partners, namely Mr Robert and Mr Stanley as well as nine (9) permanent account and audit staffs who work under them.

In Grant Horwarth, when an employee has a question, he does his own research. On average, the employee spends 15-30% of his time looking for information needed to do his jobs. Alternatively, the employee will go and enquire senior staff in the firm who is an expert in that area and ask question. Frequently, employees do not know precisely who to ask and may interrupt several people when searching for information. When a subject matter expert provides an answer to the employee's question, it is usually in the form of an e-mail or a personal conversation. Neither of these is shared across the organization, so the next employee who has the same question will have to repeat the process over again.

By the year 2020, two (2) out of nine (9) staffs will be eligible to retire. As the Baby Boomers generation moves toward retirement, firm thought leaders may leave the firm without recording their valuable knowledge for future employees. Although Grant Horwarth is hiring an increasing number of young professionals, Generation X and Y are not large enough to provide a one-to-one replacement for every senior firm member who retires. As a result, employee turnover can leave holes in subject matter expertise that go unnoticed until a major client need arises. For the past two years, Grant Horwarth was unable to achieve its full potential productivity. It becomes a serious concern to Mr Robert and Mr Stanley because of the firm survival to become competitive in the industry.

**Required:**

Grant Horwarth has approached you to become a consultant. You are given one week to diagnose the issues in the firm and requested to submit a proposal. From the diagnosis;

- a) Identify four (4) issues known. (4 marks)
- b) Explain four (4) benefits of knowledge management system to accounting firm. (8 marks)
- c) Propose four (4) recommendations for Grant Horwarth to implement a knowledge management system in the firm. (8 marks)

**(Total: 20 marks)**

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